

## VOLUNTARY SUPPLEMENTAL PERFORMANCE EVALUATION

The primary objectives of employee performance evaluations are:

1. An orderly effort designed to improve supervisor and staff communication;
2. To achieve a mutual understanding and appreciation of both business and individual objectives and to develop action plans for self-improvement.

Employees want and deserve to know what is expected of them and how well they are performing their work. Performance appraisals serve this purpose, as well as demonstrating that the supervisor is interested in their accomplishments, is willing to give praise when it is deserved and cares enough about the organization to point out areas needing improvement and help them overcome obstacles to improving their performance.

The performance appraisal process should improve communication between supervisor and staff. If good communication is not routine, the appraisal process should open communication channels that have been blocked by misunderstandings and personality conflicts. Appraisals can also provide a means of understanding how the employees view their work situation and what their concerns are. It is an opportunity to open a dialog.

Performance appraisals help supervisors rate themselves. Often annual appraisals can be very trying for supervisors because they find out they haven't spent enough time coaching, discussing performance problems, and giving feedback throughout the year. If the general reaction is angry and defensive – it may be an indication that employees resent this sudden interest in their performance and that the supervisor may need to provide feedback more regularly. For these reasons, we are instituting a process to supplement the annual performance evaluation process that currently exists.

Performance Appraisals should be performed at least annually. However, as part of this process, employees may request a Voluntary Supplemental Performance Evaluation (see pages 2-4) when they feel the need to receive more structured feedback from their supervisor regarding their performance or for the purpose of sitting down with their supervisor to discuss problems or training needs, etc. Employee Bargaining Units (BU) were consulted about this process. As a result, BU 12 opted out; therefore, ARB's Warehouse Workers will not participate in this process. All other employees desiring a Supplemental Performance Evaluation should submit a request to their supervisor in writing or via e-mail. Supervisors should make every effort to meet this request within two weeks. The Voluntary Supplemental Performance Evaluation will not be placed in the employee's Official Personnel File.

It is also important that supervisors receive input from employees on their effectiveness. During the Voluntary Supplemental Performance Evaluation meeting, the supervisor should request this input. The Supervisor's Review by Employee section on pages 5-6 was developed for this purpose. It includes effectiveness factors, a rating scale and an area for additional comments and/or observations. The purpose of this form is to facilitate communication between supervisors and staff. The employee's comments will not be held against them; the comments will be used to initiate and encourage discussion about what's working or not working.

**Dispute Resolution Process:** An employee may grieve the content of his/her "Voluntary Supplemental Performance Evaluation" up to the department head level of the grievance procedure when he/she receives a substandard rating in either a majority of the performance factors or an overall substandard rating.

An employee who believes he/she is the subject of reprisal as a result of his/her evaluation of the effectiveness of his/her supervisor/manager under the "Voluntary Supplemental Performance Evaluation Process" may seek resolution as provided under the "Reprisals" or "No Reprisals" provision of the employees' collective bargaining agreement.

# Voluntary Supplemental Performance Evaluation

Employee:

Supervisor:

Below is a Voluntary Supplemental Performance Evaluation that employees may request at any time between annual appraisals. This Voluntary Supplemental Performance Evaluation may be used as a tool to provide more detailed feedback on an employee's performance. All requests should be sent directly to the supervisor in writing or via e-mail. Supervisors are asked to respond to this written request within two weeks.

Performance Factors	Improvement Needed	Good	Very Good	Excellent	Comments
<b>1. Quality of Work</b> a. Employee produces work that is generally free of errors. b. Employee's work is accurate and thorough. c. Employee has the level of knowledge and expertise required to perform quality work. d. Employee produces documents that reflect good communication skills. e. Employee stays current with computer software training needs. f. Employee's oral communications are clear and concise.					
<b>2. Quantity of Work</b> a. Generally, employee is able to keep up with workload. b. Employee informs supervisor when he/she is able to take on more work, and when workload is too heavy. Employee is effective in prioritizing work assignments.					
<b>3. Work Habits</b> a. Employee follows time schedule as agreed upon. b. Employee uses time effectively. c. Employee is dependable. d. Employee has a good attitude. e. Employee demonstrates respect for State property and its appropriate uses.					

Performance Factors	Improvement Needed	Good	Very Good	Excellent	Comments
<b>4. Relationships with People</b> <ul style="list-style-type: none"> <li>a. Employee shares information with other staff as needed.</li> <li>b. Employee shows respect for co-workers.</li> <li>c. Employee deals effectively with conflict.</li> <li>d. Employee cooperates with other staff.</li> <li>e. Employee is flexible when helping others.</li> <li>f. Employee has a pleasant attitude when visitors come to the work area.</li> </ul>					
<b>5. Taking Action Independently</b> <ul style="list-style-type: none"> <li>a. Employee seeks clarification on assignments as needed.</li> <li>b. Employee keeps up-to-date on job-related technology.</li> <li>c. Employee works well without close supervision.</li> <li>d. Employee stays informed on issues confronting ARB.</li> <li>e. Employee performs independent research on his/her own initiative related to ARB business when workload permits.</li> </ul>					
<b>6. Meeting Work Commitments</b> <ul style="list-style-type: none"> <li>a. Employee consistently meets deadlines.</li> <li>b. Employee keeps supervisor informed if deadlines cannot be met.</li> <li>c. Employee is aware of and follows established procedures.</li> <li>d. Unmet deadlines are adequately justified.</li> </ul>					
<b>7. Analyzing Situations and Materials</b> <ul style="list-style-type: none"> <li>a. Employee develops effective solutions to problems and communicates them to supervisor.</li> <li>b. Employee utilizes appropriate resource materials.</li> <li>c. Employee shows creativity when approaching situations.</li> <li>d. Employee demonstrates awareness of and sensitivity to ARB policies in developing solutions to problems.</li> <li>e. Employee properly credits the work or ideas of others when applicable.</li> </ul>					

Performance Factors	Improvement Needed	Good	Very Good	Excellent	Comments
<b>8. Supervising the Work of Others</b> <ul style="list-style-type: none"> <li>a. Employee effectively establishes goals, objectives and strategies for completing the work in their area of responsibility.</li> <li>b. Employee utilizes good communications skills with subordinates.</li> <li>c. Employee coaches and encourages their subordinates.</li> <li>d. Employee provides workers with an appropriate amount of work.</li> <li>e. Employee regularly recognizes their staff for good work.</li> <li>f. Employee ensures their area of responsibility is free of harassment and/or discrimination.</li> </ul>					
<b>9. Personnel Management Practices</b> <ul style="list-style-type: none"> <li>a. Employee displays a good understanding of management principles and state policies.</li> <li>b. Employee displays sensitivity to cultural differences as appropriate.</li> <li>c. Employee plays an active role in ensuring a discrimination- and harassment-free work environment.</li> <li>d. Employee stays current on administrative procedures.</li> </ul>					
<b>10. Quality Service and Customer Satisfaction Commitments</b> <ul style="list-style-type: none"> <li>a. Employee returns phone calls and e-mails promptly.</li> <li>b. Employee leaves an alternate voice mail and e-mail message when away from the office for an extended period of time.</li> <li>c. Employee follows through on requests for information or service promptly.</li> <li>d. Employee provides clear and concise information when requested.</li> <li>e. Employee deals effectively with difficult people.</li> </ul>					

The information above was discussed on :

(Date)

## Supervisor's Review by Employee

During a Supplemental Employee Evaluation, an employee may provide feedback on their supervisor's effectiveness in the areas listed below.

**Rating Scale**  
 1=Does not meet employee's expectations.  
 5=Exceeds employee's expectations.

Supervisor:

Employee:

Effectiveness Factors	Rating (Circle one)	Comments
Supervisor provides sufficient guidance and context when giving assignments.	1 2 3 4 5	
Supervisor provides employee with the appropriate amount of work.	1 2 3 4 5	
Supervisor provides enough time for assignment completion.	1 2 3 4 5	
Supervisor reviews employee's work in a timely manner.	1 2 3 4 5	
Supervisor provides on-going feedback to employee.	1 2 3 4 5	

Supervisor recognizes employee for good performance.	1 2 3 4 5	
Supervisor is sensitive to employee's need to balance home and work lives, (i.e. requesting vacation time, attending school functions, dental appointments, etc).	1 2 3 4 5	
Supervisor is reasonably available to discuss issues.	1 2 3 4 5	
Supervisor encourages and responds to questions in a timely manner.	1 2 3 4 5	
Additional comments:		

*Please attach separate sheet if additional space is needed.*

The information above was discussed on : \_\_\_\_\_  
(Date)